

Approved April 24, 2004

***Kentucky Commission on the Deaf and
Hard of Hearing
Strategic Plan
July 1, 2004 - June 30, 2006***



Helen Keller
June 27, 1880 – June 1, 1968

“It is for us to pray not for tasks equal to our powers, but for powers equal to our tasks, to go forward with a great desire forever beating at the door of our hearts as we travel towards our distant goal.”

Helen Keller



VISION¹

A dynamic, evolving organization, the Kentucky Commission on the Deaf and Hard of Hearing will be a recognized, impartial leader in providing innovative, proactive public services to improve the quality of life for deaf and hard of hearing citizens of the Commonwealth.¹

MISSION

Provide effective and efficient leadership, education, advocacy and programs to eliminate barriers and to meet the social, economic, educational, cultural and intellectual needs of deaf and hard of hearing Kentuckians.²

¹ The **Vision** describes the ultimate destination of the KCDHH on a road map.

² The **Mission** determines the direction necessary to arrive at the destination.

GUIDING PRINCIPLES³

Leadership

We are committed to providing strong, visionary leadership that encourages risk-taking; advocates for policies and programs for those that we serve; and fosters open supportive communication.

Innovation

We are committed to proactive, creative and strategic approaches in the continuous evaluation and improvement of our services.

Equity

We are committed to ensuring that all deaf and hard of hearing Kentuckians receive equitable, or fair, opportunities to live, work and play just as all other citizens of the Commonwealth.

Public service as a public trust

As public servants, we are committed to being open, ethical, responsive, accountable and dedicated to the public we serve and to fostering an honest environment free of bias with respect for all individuals. We are committed to delivering all services fairly and ethically, and will place the needs of deaf and hard of hearing Kentuckians at the center of our activities.

³ The *Guiding Principles* determine which roads the KCDHH shall take.

GOAL 1:

Improve, strengthen, and develop services, including human and communication services.

- **KRS 163.510 (4) Mandate:** The Commission shall oversee the provision of interpreter services to the deaf and hard of hearing, and may provide services if necessary. The authority to establish a stipend program to encourage interpreters to upgrade skills and certification and to bring both the RID and NAD national certification tests to Kentucky was granted in the 1996 Budget Bill. The authority for the establishment of a centralized interpreter referral service was granted through a budget bill in 1998.
- **KRS 163.525 Mandate:** The commission shall oversee the implementation and operation of a TDD distribution program.

Objectives and Performances:

- 1.1. Publish the Interpreter Directory to be available upon request.
 - 1.1.a. Upon receipt of necessary changes, update the web-version of the interpreter directory, until the Kentucky Board of Interpreters has a directory available in usable manner.
- 1.2. Provide national certification opportunities (RID) within the Commonwealth of Kentucky.
 - 1.2.a. Provide two RID written tests this fiscal year in December and June.
 - 1.2.b. Provide at least four RID performance tests within this fiscal year.
- 1.3. Provide interpreter and captioner referral services to state agencies.
 - 1.3.a. Increase the number of interpreter/captioner referral hours proportionally to the increase in the number of state agencies being served.
- 1.4. Conduct creative marketing and training opportunities to increase awareness and utilization of the services of the TDD Distribution Program.
 - 1.4.a. Conduct 100 outreach opportunities (communication or activity that serves to provide information such as email, presentations,

- conferences, newsletter articles, videoconferencing, etc.) for the TDD Distribution Program within this fiscal year.
- 1.4.b. Draft legislation to change the name of the TDD Distribution Program if feasible.
- 1.4.c. Review and update any changes in KCDHH statute regarding the TDD Distribution Program.
- 1.5. Conduct creative outreach opportunities for agencies, deaf and hard of hearing consumers, and interpreters to increase awareness and utilization of the Access Center.
 - 1.5.a. Conduct 100 outreach opportunities (communication or activity that serves to provide information such as email, presentations, conferences, newsletter articles, videoconferencing, etc.) for the Access Center within this fiscal year.
- 1.6. Work with the Kentucky Deaf Access Consortium (KDAC) to fulfill the provisions of the Technology Opportunities Program (TOP) federal grant from the US Department of Commerce, which ends March 31, 2005.
 - 1.6.a. Identify 28 stations for videoconferencing throughout the Commonwealth and improve the infrastructure of the stations to support remote interpreting and captioning usage.
 - 1.6.b. Install equipment necessary to make the videoconferencing stations under the KCDHH domain functional.
 - 1.6.c. Provide technical assistance to the KDAC regarding the installation, usage and maintenance of videoconferencing equipment utilized under the federal grant.
 - 1.6.d. Work with the Team Partners and KDAC staffs to ensure that end users of videoconferencing are aware of the availability of each station and promote the usage of the stations under the KCDHH domain.
 - 1.6.e. Monitor the usage of each of the KCDHH stations; make recommendations for improvements and report activity to the Consortium.
 - 1.6.f. Complete all reporting and documentation requirements according to the TOP requirements in a timely manner.
 - 1.6.g. Incorporate instructions on how to make videoconferencing calls in policies and procedures and technician's manual and make available on the KCDHH website.

- 1.7. Provide a manual or brochure regarding expectations for interpreters utilized by the Access Center.
 - 1.7.a. Provide manuals via email to those interpreters who have email access.
 - 1.7.b. Promote utilization of a shortcut icon to the Access Center by all state agencies.
- 1.8. Disseminate the TDD Distribution Program users' manual.
 - 1.8.a. Disseminate it to every person who receives equipment from the program.
- 1.9. Increase KCDHH involvement in the community by staff participation in deaf-related community organizations and events.
 - 1.9.a. Each staff person will participate as a representative of KCDHH in at least one deaf or civic related community organization or event within each fiscal year.

GOAL 2:

Serve as a clearinghouse of current information from state and national resources to provide appropriate information and referral services.

Objectives and Performances:

2.1. Provide current information.

- 2.1.a. Publish four issues of the Communicator.
- 2.1.b. Update information materials at least once a year and make them available to the deaf and hard of hearing population as well as the general public. Convert all printed information packet material into an electronic format to be available by email or web access.
- 2.1.c. Seek partnerships to update demographic information on deaf and hard of hearing Kentuckians.

2.2. Make appropriate referrals.

- 2.2.a. Update upon receipt and maintain current contact information in the database for referrals.
- 2.2.b. Update the web version of the directory of services upon receipt of new information.
- 2.2.c. Mail out update notices for the 2005 Directory of Services.
- 2.2.d. Publish the 2005 Directory of Services (web version).

2.3. Provide training opportunities on deaf and hard of hearing issues, including interpreting workshops for the general public.

- 2.3.a. Sponsor or co-sponsor one workshop, seminar or in-service training on deaf and hard of hearing issues this fiscal year.

2.4. Incorporate the use of information technology to ensure fast and effective delivery of information and referral services to the public.

- 2.4.a. Maintain a centralized database system, which integrates all programs within the agency.
- 2.4.b. Provide 50% of all information and referral requests in an electronic format.

- 2.4.c. Maintain a print-friendly version of the directory of services available on the web.
- 2.4.d. Incorporate video streaming into website.
- 2.4.e. Do an address correction once within this biennium.

- 2.5. Maintain a Deaf Resource Library.
 - 2.5.a. Maintain an automated loan/tracking system for all resource materials on deafness within the KCDHH library to be used by the general public and government personnel.
 - 2.5.b. Link KCDHH Deaf Resource Library with other libraries in the state through a library server.
 - 2.5.c. Maintain a catalog of new materials within the KCDHH library and post on the website.

- 2.6. Provide public forums and announcements to foster discussion by the public on deaf and hard of hearing-related issues.
 - 2.6.a. Provide at least one town hall meeting or issues forums within the fiscal year.
 - 2.6.b. Improve the electronic bulletin board on the web page to better make the public aware of upcoming events.

- 2.7. Continue creative public information campaign to publicize the programs and special projects sponsored by the KCDHH, which benefit deaf and hard of hearing individuals.
 - 2.7.a. Publicize programs and special projects sponsored by the KCDHH that benefit deaf and hard of hearing individuals by conducting at least one outreach activity for this purpose. This can be via email, presentations, conferences, newsletter articles, videoconferencing, etc.
 - 2.7.b. Make all KCDHH publications available on the web in print-friendly format.

- 2.8. Maintain a website that addresses the current issues and needs of Kentucky's deaf and hard of hearing community.
 - 2.8.a. Evaluate and update web structure annually to ensure user-friendliness and accessibility.
 - 2.8.b. Evaluate and update the content of the web at least quarterly.
 - 2.8.c. Update announcements on the home page on Fridays.

GOAL 3:

Initiate and advise the development of public policy and systems change efforts in cooperation with the Governor; General Assembly; public and private entities; and, governmental agencies.

- **163.510 (1) Mandate: The commission shall advise the Governor and General Assembly concerning policy and programs to enhance the quality and coordination of services for the deaf and hard of hearing.**
- **163.510 (2) Mandate: The commission shall cooperate with and assist local, state and federal governments and public and private agencies in the development of programs for the deaf and hard of hearing.**
- **163.510 (3) Mandate: The commission shall review legislative programs relating to services to deaf and hard of hearing persons and shall conduct studies of conditions affecting the health and welfare of the deaf and hard of hearing.**

Objectives and Performances:

- 3.1. Monitor the progress made by the Kentucky Department of Education on Commonwealth Accountability Testing System (CATS) benchmarks of deaf and hard of hearing K-12 students and the American Institutes of Research recommendations.
 - 3.1.a. Obtain and review reports from Kentucky Department of Education on an annual basis.
 - 3.1.b. Attend the Kentucky Board of Education meetings when the agenda includes any issue pertaining to deaf and hard of hearing children's education.
 - 3.1.c. Work closely with the KDE Oversight Team to develop an implementation plan on educating deaf and hard of hearing children.
 - 3.1.d. Participate in the KSD Facilities Planning Committee meetings to ensure a state of the art Master Facilities Plan for the KSD campus.

- 3.2. Work with state agencies and private sector committees, boards, task forces, and organizations in an advisory capacity to represent the deaf and hard of hearing community on advisory boards and work groups and make appropriate recommendations.
 - 3.2.a. Commission on Children with Special Health Care Needs
 - 3.2.b. Department of Education on any issue regarding education for deaf and hard of hearing children.
 - 3.2.c. Department of Mental Health/Mental Retardation.
 - 3.2.d. Board of Interpreters Policy Committee
 - 3.2.e. Kentucky Assistive Technology Services Network
 - 3.2.f. Department of Education Stakeholder Groups (17) (see attached)
 - 3.2.g. Telephone Relay Service
 - 3.2.h. BellSouth
 - 3.2.i. Kentucky Disabilities Coalition
 - 3.2.j. Kentucky Deaf Access Consortium
 - 3.2.k. Kentucky Early Years Advisory Board
 - 3.2.l. Office of Special Instructional Services Advisory Board
- 3.3. Continually monitor legislative issues that affect deaf and hard of hearing Kentuckians.
 - 3.3.a. Monitor the Legislative Record during the Legislative Session on a weekly basis.
 - 3.3.b. Provide feedback on bills pertaining to deaf and hard of hearing issues via the Kentucky Legislative Review software.
 - 3.3.c. Develop a system for immediate dissemination of legislative information to stakeholders.
- 3.4. Establish time-limited Study Groups that will improve services to deaf and hard of hearing Kentuckians for specific topics as approved by the Commission.
 - 3.4.a. Commissioners present proposal to Executive Board based on issues forum.
 - 3.4.b. Executive Board evaluates merit and makes recommendation to the Commission at the July meeting.
 - 3.4.c. Conduct a Study Group orientation for Commissioners every January.

GOAL 4:

Empower constituents by providing leadership training, advocacy, educational, and awareness programs and services.

- **KCDHH mandates cannot be effectively achieved without input from an empowered constituent group.**
- **Identify public and private agencies that provide services to the deaf and hard of hearing and cooperate in the coordination and development of these services.**

Objectives and Performances:

- 4.1. Provide community empowerment opportunities for deaf and hard of hearing individuals.
 - 4.1.a. Sponsor 6 leadership training opportunities within this biennium.
 - 4.1.b. Provide an artists' retreat in preparation for DeaFestival 2004 within this biennium contingent upon funding.
 - 4.1.c. Provide one workshop to train citizens on how to effectively talk to their senators/representatives and how to track the progress of bills.
- 4.2. Provide advocacy for equal access for deaf and hard of hearing individuals in:
 - 4.2.a. 100 Americans with Disabilities Act situations.
 - 4.2.b. 40 Individuals with Disabilities Education Act situations.
- 4.3. Provide advocacy information and presentations via email, conferences, newsletter articles, and videoconferencing.
 - 4.3.a. Provide five Deaf Awareness and the Americans with Disabilities Act group presentations.
 - 4.3.b. Promote Better Hearing and Speech month (May) and Deaf Awareness (September) through agency activities (mail outs, web page announcements, etc).

- 4.4. Produce Kentucky DeaFestival on September 5, 2004 at the Kentucky Center in Louisville.

GOAL 5:

Improve support of people in our organization to create a work environment that fosters productivity and innovation.

- **KCDHH has a strong commitment to professional development to enable a highly qualified staff to effectively implement KCDHH's current activities and new initiatives.**

Objectives and Performances:

- 5.1. Provide staff development.
 - 5.1.a. Provide in-house training on needed computer software topics as needed.
 - 5.1.b. Provide staff development within one month of new hire on needed topics such as various state employee benefits, training on the copy machine, telephone protocol, database, etc.
- 5.2. Ensure that staff members who provide outreach training and workshops to the public effectively share information with the public.
 - 5.2.a. Require these staff to take "Presentation Skills" from Governmental Services Center.
 - 5.2.b. Evaluate presentations that staff plans to provide prior to presentation.
 - 5.2.c. Have staff who give presentations disseminate evaluation forms to participants for feedback.
- 5.3. Ensure that staff receives leadership, management, and skill-based training as appropriate to ensure the continuity of professional and personal growth, leadership, and management of the agency.
 - 5.3.a. Supervisors will review staff members' needs for additional training on various topics during interim reviews and make training recommendations at that time.
 - 5.3.b. Staff will take the recommended training by the next interim review if possible or at least by the end of the fiscal year, contingent upon funding.

- 5.4. Hold events to ensure the continued cohesiveness of the staff and Commissioners and to provide opportunities for individual/personal and professional growth.
 - 5.4.a. Host at least one staff appreciation event annually
 - 5.4.b. Host birthday lunches up to once/month for birthdays within that month.
 - 5.4.c. Provide a mechanism for interaction between new and seasoned Commissioners to share information and experiences just before the November Commission meeting.
 - 5.4.d. Once per month, staff will be provided two-hour training on various topics with continuing education units (CEUs) to assist those staff who are required to earn CEUs as part of their professional development.

- 5.5. Maintain teams to implement the KCDHH Strategic Plan including a work grid that reflects team membership and the status of their goals and objectives.
 - 5.5.a. Staff will enter necessary reporting information into the database in a timely fashion and will submit written reports at the last staff meeting of the month to track progress.
 - 5.5.b. Supervisors will monitor entries on a bi-monthly basis to ensure accuracy.